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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2016 / 2017

### **BRS2014 – RECRUITMENT AND SELECTION**

(All sections / Groups)

7<sup>th</sup> OCTOBER 2016

3.00 p.m. – 5.00 p.m.

(2 Hours)

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#### **INSTRUCTIONS TO STUDENTS**

1. This Question paper consists of **FIVE (5)** pages with **FIVE (5)** Questions only.
2. Attempt **FOUR (4)** out of **FIVE (5)** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

## S P SETIA BERHAD

S P Setia Berhad is recognised as Malaysia's leading listed real estate player with a proven track record of innovation driven and standard-setting developments. It was founded by Tan Sri Liew Kee Sin in 1974. S P Setia is also at the forefront of branding in the property industry in Malaysia, being the pioneer in coining the renowned Live Learn Work Play concept which is trademarked by the company as well as ECO philosophy in all S P Setia's developments, making it a highly regarded brand in the industry. S P Setia's quality products as well as S P Setia's sensitivity to their customers' needs and aspirations have also contributed to S P Setia's sterling reputation as a property developer.

In line with their exciting growth, S P Setia is looking for a **Senior Manager (Operations)**. The job description and job specification for the Finance Director is listed in the accompanying *exhibit A*.

S P Setia also wishes to design and then use a selection system for assessing applicants that will be able to create a valid and useful system that will do a good job of matching applicant KSAOs to job requirements.

*Source adapted from: <http://www.spsetia.com.my/corporate/why-join-us.asp> (accessed on 10/7/2016)*

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**Exhibit A: Job Description & Job Specification of Senior Manager (Operations).****I. Description**

- Develop an operating budget, monitors and takes corrective action where necessary to assure that the budget's sales and goals are attained.
- Administer and oversees operational budget, prepare daily, monthly, quarterly and annual reports for review.
- Assist in planning of events for clients and ensure their events is a success.
- Develop SOP and policies and carry out periodical review in order to offer a quality and superior services.
- Monitor safety and hygiene conditions and employees' conformance with safety and hygiene procedures.
- Update emergency plans and procedures and conduct effective training to all employees.
- Participates in on-going facility inspections throughout the premise.
- Ensure the facilities exterior grounds are maintained at all times.
- Responsible for prevention maintenance plan for overall complex.

**II. Specifications:**

- Diploma/ Degree in Hospitality/Business Management/Property Management or equivalent.
- At least 7 years of working experience in a managerial position in hospitality/property management/convention centre.
- Knowledge of Delphi, Rondevous, Ungerboeck, Micros or POS system will be an added advantage.
- Pleasant disposition, positive working attitude with good interpersonal skills.
- Tasks oriented, detailed and thorough in work delivery.
- High customer service oriented background and able to interact with all levels.
- Good problem solving and organisation skills.
- Good computer and presentation skills.
- Work location based at Bayan Lepas, Penang.

**Continued...**

**Note: Questions 1 – 5 are based on the S P Setia Berhad case study above.**

**Each question carries 25 marks.**

**Choose ANY FOUR (4) questions only.**

**QUESTION 1**

(a) As the Human Resource manager, suggest to the CEO of S P Setia that an **internal** talent focus strategy would be a more appropriate choice in the recruitment of a Senior Manager (Operations).

Support your recommendation with **FIVE (5)** reasons why S P Setia should promote internally.

(15 marks)

(b) The CEO of S P Setia feels that conducting job analysis is a waste of time and resources.

Explain to the CEO why job analysis is necessary and important.

(10 marks)

**(Total: 25 marks)**

**QUESTION 2**

(a) Describe **TWO (2) internal** recruiting sources that you think would be most effective for filling the Senior Manager (Operations) position.

(10 marks)

(b) Based on your answer in (a) justify your choice based on the cost and impact on human resource outcome for **EACH** of the source identified.

(10 marks)

(11) The recruiter is usually the first person with whom potential applicants have contact. Individuals may make inferences about the attractiveness of a job or the probability of receiving a job offer based on the recruiter characteristics.

Briefly describe **TWO (2)** desirable recruiter characteristics.

(5 marks)

**(Total: 25 marks)**

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**QUESTION 3**

(a) Describe **THREE (3)** internal assessment methods you would use in S P Setia's internal staffing decisions. (15 marks)

(b) Suggest **TWO (2)** career development tools that S P Setia can use to increase the probability that future S P Setia internal recruitment efforts will be successful. (10 marks)

**(Total: 25 marks)**

**QUESTION 4**

(a) Suggest **THREE (3)** retention strategies S P Setia can implement to ensure employee retention. Explain your answer. (15 marks)

(b) S P Setia is expecting a temporary increase in business demand. Discuss **TWO (2)** different strategies in which SP Setia can deal with the temporary employee shortage. (10 marks)

**(Total: 25 marks)**

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## **QUESTION 5**

(a) Assume that SP Setia, after weighing its options, decided to use the following selection methods to assess applicants for the Senior Manager (Operations) job; resume, performance reviews of task and interpersonal behaviors, multi-source assessments, and job knowledge tests. After extensive selection out of a pool of 15 initial applicants, it was able to come up with a list of three finalists.

Shown in the accompanying **exhibit B** are the results from the assessment of the three finalists using these selection methods. In addition, information from an earlier resume screen is included for possible consideration.

For **EACH** finalist, you are to decide whether you would be willing to hire the person and explain the reasons for your decision. (18 marks)

***Note: Refer to Exhibit B***

**Exhibit B – Results of Assessment of Finalist for Finance Director Position**

	Finalist 1 - Ahmad Zaki	Finalist 2 - Munira Muni	Finalist 3 - Celine Chan
<b>Resume</b>	CGPA 3.8 University Malaya BA (Hons) Business Management 5 years experience in administration No supervisory experience	CGPA 2.9 National University of Singapore BA (Hons) Business Administration 15 years experience in property industry 2 years supervisory experience	CGPA Multimedia University BA (Hons) Business Administration major in International Business 10 years experience in construction industry 5 years supervisory experience
<b>Performance Review</b>	70 % Above Average Rating	65 % Average Rating	85 % Good Rating
<b>Multisource Assessment</b>	60% Average Rating	70 % Above Average Rating	90 % Excellent Rating
<b>Job Knowledge Test</b>	80% Good Rating	70% Above Average Rating	90 % Excellent Average Rating

(b) Describe **THREE (3)** staffing goals that would reinforce S P Setia desire to hire the best Senior Manager. (7 marks)

**(Total: 25 marks)**

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